



**AMERICAN BAR ASSOCIATION RULE OF LAW INITIATIVE
SUPPORT FOR LAW SCHOOLS, BAR ASSOCIATIONS
AND JUDICIAL EXCHANGES IN MEXICO PROGRAM
QUARTERLY REPORT
CY 2011, QUARTER #1
NARRATIVE
AID-523-10-A-00001**

A. INTRODUCTION

Together with the enclosed results matrix, this is the third Quarterly Report of the *Support for Law Schools, Bar Associations and Judicial Exchanges in Mexico Program* ("Program") funded by the United States Agency for International Development ("USAID"). The report includes Program background, personnel updates, and a results summary, along with one (1) attachment; as well as activity details in the accompanying table.

This report is based upon the corresponding work plan as approved by USAID on December 10, 2010.

Executive Summary

During the reporting period, the Program focused primarily on advancing the first set of programmatic activities as outlined in its work plan. Foundational programmatic activities completed this quarter include: (a) the completion of over 140 interviews in seven cities for the Legal Education Reform Index ("LERI") and the Legal Profession Reform Index ("LPRI"); (b) the preparation and launch of the first training on trial advocacy skills under the accusatorial system, for bar association representatives and law professors; (c) the preparation of the second "Sister Courthouse" visit by Mexican judges from the state of Chihuahua to El Paso, Texas to take place in April 2011; (d) the second meeting of the Program-supported Working Group, which convened 24 people representing 22 institutions including law schools, bar associations and civil society organizations from various regions throughout Mexico; and (e) the initial preparations for a planned study tour to Chicago for law professors and bar association representatives, scheduled to take place in the summer of 2011. In addition, the Program continued meeting with the senior staff of Management Systems International ("MSI") and other USAID/TIES partners in order to coordinate the Program's activities with existing complementary initiatives and to facilitate high-impact and sustainable results.

Program Background

The Program, supported by a USAID cooperative agreement awarded on June 3, 2010, aims to work closely with the Mexican justice sector to: 1) create a sustainable mechanism to alleviate the state and federal government burden of retraining current and future justice operators in the new criminal justice system; and 2) enhance the ability of attorneys and judges to effectively and

efficiently litigate and adjudicate cases, protect individual rights with appropriate accountability, and implement reforms effectively and rapidly.

The Mexican justice sector is at a critical juncture in its implementation of the accusatorial system. As is typical of such transitions, it has achieved notable successes while also encountering obstacles since the reform process was first ratified by President Calderon in 2008. In order to help promote a truly effective implementation of the system going forward, the Program has a substantial role to play in ensuring that justice sector members truly understand the accusatorial system and actively support it.

The Program will support the Mexican justice sector in its transition to an accusatorial legal system by:

- Establishing a working group to promote local ownership of reforms and training;
- Supporting bar associations via:
 - Conducting an assessment of the legal profession to serve as the basis for recommendations for reform;
 - Training on skills for the oral, adversarial system; and
 - Leading a bar association study tour.
- Supporting law schools via:
 - Conducting an assessment of the legal education to serve as the basis for recommendations for reform;
 - Training on skills for the oral, adversarial system; and
 - Leading a law school study tour.
- Conducting judicial exchanges via:
 - Supporting professional peer exchanges, including Sister Courthouses; and
 - Awarding a follow-on subgrant to improve implementation.

Personnel

Resident Program staff includes the Country Director, Mr. Alonso González-Villalobos; the Deputy Country Director, Ms. Katia Ornelas-Núñez; the Field Financial Manager, Ms. Gabriela Cruz-Ortiz; and the Administrative Assistant, Ms. Sandra Quintana Hamelius. In addition, the Program started interviewing intern candidates to provide research and programmatic support in the near future, and expects to have one on board in April 2011.

The Program is supported in Washington, D.C. by the Latin America and the Caribbean Division, including Michael McCullough, Director; Chantal Agarwal, Program Manager; Jeremy Biddle, Program Officer; and Adriana Courembis, Program Associate.

B. RESULTS SUMMARY

Working Group for Legal Education & Legal Profession Reform

In advancing the strategic goal of creating and supporting the Working Group described in its work plan, during the previous quarter the Program finalized the initial round of in-person and telephonic contacts with possible members in accordance with USAID's directive¹ to focus on Mexico City and the following seven "priority states": Baja California, Chihuahua, Durango, Hidalgo, Morelos, Nuevo León and Oaxaca. In addition, the Program assembled a final list of possible Working Group Members, which was approved by USAID on November 8, 2010, and formally extended an invitation for the first general meeting, which took place on November 30, 2010, in Mexico City.

During the current quarter, the Program held two Working Group meetings. The first took place on January 26, 2011, and was a topical meeting with experts in the field of criminal procedural law.² This "expert" meeting was attended by five specialists from the *Universidad Iberoamericana*, *Universidad Panamericana*, *Instituto Tecnológico Autónomo de México*, and the *Instituto de Investigaciones Jurídicas de la Universidad Nacional Autónoma de México*, who provided their advice on the proposed materials for the Program's oral advocacy trainings, including the workshop agenda and three hypothetical case studies used as a training exercise. Their input allowed the Program to tailor the materials more closely to the Mexican context, both in terms of content and language. In addition, the experts applauded the agenda's components on professional ethics as well as the inclusion of an introduction to contextualize the training within the Mexico's broader criminal reform process. Involving recognized Mexican experts in the review and approval of training materials is a cornerstone of the Program's commitment to securing local buy-in and ensuring the greatest impact and sustainability possible.

This quarter's second Working Group meeting was a general consultative meeting, which took place on March 16, 2011, and was attended by 24 people representing the following 22 institutions from Baja California, Chihuahua, Nuevo León, Hidalgo, Oaxaca, and Mexico City (see Annex A for a detailed list of attendees):

1. *Centro de Investigación y Docencia Económicas* (Mexico City);
2. *Escuela Libre de Derecho México* (Mexico City);
3. *Universidad la Salle, Ciudad de México* (Mexico City);

¹ Made on October 15, 2010.

² As mentioned in the previous Quarterly Report, the Program created an alternate scheme of Working Group meetings to address the Program's different needs, operating along the following lines: (i) general consultative meetings, in-person and/or virtual, which would convene all members of the Working Group; (ii) topical meetings between representatives of law schools and other institutions involved in legal education reform; (iii) topical meetings between representatives of bar associations and other institutions involved in legal profession reform; and (iv) ad-hoc committees for each programmatic aspect on an as-needed basis.

4. *Universidad Panamericana* (Mexico City);
5. *Barra Mexicana, Colegios de Abogados* (Mexico City);
6. *Asociación Nacional de Abogados de Empresa, Colegio de Abogados* (Mexico City);
7. *Ilustre y Nacional Colegio de Abogados de México* (Mexico City);
8. *Universidad Iberoamericana, Campus Tijuana* (Baja California);
9. *Federación Estatal de Colegios, Barras y Asociaciones de Abogados de Baja California* (Baja California);
10. *Universidad Autónoma de Baja California, Campus Mexicali* (Baja California)
11. *Universidad Autónoma de Ciudad Juárez* (Chihuahua);
12. *Universidad Autónoma del Estado de Chihuahua* (Chihuahua);
13. *Barra y Colegio de Abogados de Ciudad Juárez* (Chihuahua);
14. *Tecnológico de Monterrey, Campus Monterrey* (Nuevo León);
15. *Facultad Libre de Derecho de Monterrey* (Nuevo León);
16. *Universidad Autónoma de Nuevo León* (Nuevo León);
17. *Barra Mexicana, Colegio de Abogados, Capítulo Nuevo León* (Nuevo León);
18. *Barra Mexicana, Colegio de Abogados de Hidalgo* (Hidalgo);
19. *Universidad la Salle, Pachuca* (Hidalgo);
20. *Barra Mexicana de Abogados de Oaxaca* (Oaxaca);
21. *Secretaría Técnica del Consejo de Coordinación para la Implementación del Sistema de Justicia Penal en México* (Mexico City);
22. *Centro de Estudios sobre la Enseñanza y Aprendizaje del Derecho* (Monterrey, N.L.)

Even though some institutions that participated in the Working Group's first general meeting could not attend the second (such as the *Instituto de Investigaciones Jurídicas de la UNAM*, or "IIJ"), it is important to note they all expressed their interest in and continued support of the Program's upcoming activities. In fact, the IIJ proposed hosting the roll-out event for the LPRI, LERI and the Reform Guide for the Legal Profession and the Legal Education in Mexico ("Reform Guide"), which will result from these publications, scheduled for CY 2011 Q4. In addition,



Working Group members from various states discuss legal education and legal profession reform issues.

three more institutions were incorporated into the Working Group: *Universidad la Salle* (Mexico City), *Universidad la Salle* (Pachuca, Hidalgo), and the renowned Mexican criminal justice

system expert, Miguel Sarre Iguíniz, acting on behalf of the *Instituto Tecnológico Autónomo de México* (Mexico City). In terms of the institutional nature and geographic coverage of its members, the Working Group maintains a well-balanced sample of Mexican representatives. It should be noted that the *Barra Mexicana, Colegio de Abogados, A.C.* in Mexico City provided the Program with the venue for the meeting at no cost, serving as an in-kind cost share of \$659.³ Furthermore, the *Asociación Nacional de Abogados de Empresa, Colegio de Abogados* (Mexico City), offered its offices to host the next Working Group session, scheduled for August 2011. These numerous opportunities for cost share illustrate the widespread degree of support the Program's activities have enjoyed in Mexico.

During the second general Working Group meeting, resident Program staff updated participants on the current status of work plan activities. In particular, the Program informed the group about the successful completion of more than 160 LERI and LPRI interviews in seven cities throughout the country; and about the preparation of the first trial advocacy skills training for bar association members and law schools, which was later held in Pachuca, Hidalgo from March 30 - April 3, 2011.

The Program also informed the group of other upcoming activities. The group discussed the importance of and expressed their support for (i) the adoption of the LERI and LPRI reports by providing their peer review input, as well as (ii) the Reform Guide, which will be based on these reports' findings, and will require their input before its final release in CY 2011 Q4.

The Program also presented a tentative agenda to the group for the study tour to Chicago, Illinois, slated for June 26 - July 2, 2011. Topics include an insight into the ABA, U.S. state bar associations, and the U.S. legal education system. Working Group members confirmed their interest in participating in this activity and the usefulness of learning firsthand a comparative approach to the U.S. legal education and profession systems.

After the Program staff's presentations, the group engaged in an open and dynamic dialogue on different issues of mutual interest and concern, mainly related to the implementation of the oral adversarial criminal justice system in Mexico. As anticipated in the Program's work plan, the Working Group constitutes a unique space (recognized as such by the members themselves) where bar associations, law schools and other institutions from different regions of the country can share best practices and exchange information on critical issues they all face. In fact, many representatives expressed to Program staff that this forum was the first time they had met their counterparts. This exchange of information and ideas is a result of the Working Group that should endure beyond the Program's life, due to the relationships that have formed among its members. This exercise has proved highly valuable in furthering the Program's objectives, as demonstrated by the survey conducted at the end of the meeting, the most relevant results of which are included in this report's "Success Stories" section below.

³ The total was originally recorded as MXP \$7,900. The figure of USD \$659 is based on Oanda.com's exchange rate for the day of the meeting, March 16, 2011,

In terms of general outreach to key stakeholders, the Program continued preparing for the launch of its website, and plans to have it fully operational by CY 2011 Q2. This is one key area with which the Program's incoming intern is expected to assist next quarter. The website will serve as an interactive tool where various stakeholders can obtain general information about the Program and its local counterparts.

Further, the Program has continued to maintain close contact with the *Secretaría del Consejo de Coordinación para la Implementación del Sistema de Justicia Penal* ("SETEC"), the Technical Secretariat of the Commission responsible for overseeing the nationwide implementation of the transition to the accusatorial system, and with several of its counterparts from the seven states mentioned above. On February 17, 2011, the Program attended SETEC's first International Cooperation Meeting, and interacted with representatives from the Mexican Federal Government, USAID, the U.S. Department of Justice, MSI, the European Union, the Canadian Embassy, the British Embassy, the Open Society Institute, the McArthur Foundation and the Spanish Agency for International Cooperation. The Program presented its work plan and activities, and networked with other participants in order to coordinate its efforts in supporting Mexico's criminal justice reform.

Support for Bar Associations

Legal Profession Reform Index ("LPRI")

During this quarter, the Program conducted the interviews that will serve as the empirical basis for ABA ROLI's Mexico LPRI. As described in the Program's work plan, this tool utilizes 24 qualitative factors to assess thematic areas such as admission to the profession, standards of practice, professional ethics and conduct, governance and independence of bar associations, and licensing.

Ms. Linn Ann Hammergren, who was selected in CY 2010 Q4 to serve as the assessor for the LPRI, traveled to Mexico from February 28 to March 11, 2011 to lead the interviewing process, with the support and assistance of the Program's Country Director and Deputy Country Director. The sample of interviewees, which took place in Mexico City, Mexicali, and Merida, was selected according to the following rationale:

- Mexico City:
 - a) It was chosen for having easy access to both federal and state authorities;
 - b) It hosts the main offices of the country's three largest bar associations; and
 - c) It represents a reality shared by other large Mexican cities, such as Monterrey in Nuevo León and Guadalajara in Jalisco.
- Mexicali, Baja California:
 - a) It is a medium-sized, northern city;
 - b) It serves as a good model of the standard practices for bar associations outside

- Mexico City; and
- c) It boasts a unique mix of the new accusatorial system and vestiges of the traditional mixed-inquisitorial criminal justice system, facilitating a comparison of the two.
- Merida, Yucatán:
- a) It has at least one intermediate-level bar association, between the national standard and the three largest bars;
 - b) It has many small bar associations;
 - c) It typifies Mexico's southern / south-eastern states; and
 - d) It is still in the process of implementing the accusatorial system.

In total, more than 60 people were interviewed.⁴ The profile of the interviewees ranged from private practitioners (experts in fields ranging from labor law to criminal law, tax law and family law) and representatives of medium and large domestic and international firms (practicing in a vast array of specialized fields) to members of academia (university professors and students) and public sector representatives (from the executive and the judiciary, including the Mexican Office of the Attorney General and the Supreme Court of Justice). Additionally, the Program interviewed representatives from national and international NGOs and professional associations (including the three largest bar associations), journalists and legislators, amongst others.

The information obtained in the interviews will be analyzed and contrasted with the legal framework regulating the legal profession in Mexico. The first draft of the LPRI will be finalized in Q2 and is expected to be presented before the Working Group in CY 2011 Q3 for the peer review process and to promote members' ownership of the final product. The report generated by the LPRI will serve as an initial frame of reference, and generate a dialogue in the Mexican justice sector and civil society on potential legal profession reforms. In addition, the LPRI in conjunction with the LERI will be the basis for the creation of the Reform Guide, which is expected to be released in CY 2011 Q4.

Curriculum Development and Training

The topics of curriculum development and training workshops were addressed in both the Working Group's second general meeting and in its "expert" meeting on criminal justice reform, which took place on January 26, 2011. In this latter meeting, the Program presented experts with ABA ROLI's draft workshop material, including: i) the training agenda; ii) three hypothetical cases; and iii) the rules for the mock trials, which will take place at the end of each workshop. These materials were discussed and Program staff noted the recommendations of the Working Group. Materials were subsequently revised and improved based on this feedback. The major suggestions for improvement related to the importance of introducing presentations on the specific features of Mexico's reformed criminal justice system as part of trial advocacy trainings. In addition, they also suggested reviewing certain paradigmatic rulings by Mexican judges within

⁴ Due to guarantees of confidentiality in the interview process, the names and institutions of interviewees will not be revealed.

the new system in order to provide workshop participants with a deeper understanding of trends being set by the judiciary on the new criminal procedure.

ABA ROLI Mexico's revised training materials are being used for the first time in its workshop on trial advocacy taking place in Pachuca, Hidalgo between March 30 and April 3, 2011.⁵ This training is the first of six such workshops that will focus on law school faculty and private practitioners from Mexico City and USAID Mexico's seven "priority states" (budgetary constraints permitting), using ABA ROLI's highly practical, time-tested workshop techniques. Following a "Learn-See-Do" model, each workshop lasts five days, the first four of which are dedicated to instruction, demonstration and practice, while the fifth is reserved for a mock trial proceeding in which students apply the lessons learned throughout the week.

For Hidalgo's workshop, the Program collaborated with the *Barra Mexicana, Colegio de Abogados de Hidalgo* (Hidalgo), which in turn was able to get the *Universidad La Salle* (Pachuca) to provide the workshop's venue and coffee break at no cost, representing in-kind cost share of \$13,071.⁶ The President of the *Barra Mexicana*, Mr. Enrique Arias, also offered to defray the lodging costs for instructors, an additional in-kind contribution of over \$1,687.⁷ More than 56 participants quickly signed up for the training—from the state bar association in addition to private practitioners and law professors from public and private Universities throughout Hidalgo.

To ensure the quality of the training, the Program invited and selected highly qualified international and national trainers. More than 20 instructors from Colombia, Chile, Mexico and the U.S. replied to the invitation. Evaluating candidates based on their credentials, previous experience in oral litigation trainings in Latin America, Spanish language proficiency and knowledge of Mexico's criminal justice system, the Program carefully selected two Spanish-speaking U.S. trainers and three Mexican trainers. All of them are experts in teaching oral litigation courses throughout the country. Two of the instructors are former justice sector actors within the new system (one judge and one public defender) from the state of Chihuahua. The U.S. trainers are a public defender and deputy district attorney. It is also worth mentioning that all three Mexican trainers had, in the past, been beneficiaries of USAID programs ranging from trial advocacy to juvenile justice.

Finally, it is important to note that the Program continued working with other USAID partners, such as MSI and the *Centro de Estudios sobre la Enseñanza y el Aprendizaje del Derecho* ("CEEAD") so as to coordinate respective activities.

⁵ Since this workshop will end on April 3, 2011, the detailed outcomes of the activity will be included until the Program's next quarterly report.

⁶ The total was originally recorded as MXP \$155,000. The figure of USD \$13,071 is based on Oanda.com's exchange rate for the last day of the workshop: April 3, 2011,

⁷ The total was originally recorded as MXP \$20,000. The figure of USD \$1,687 is based on Oanda.com's exchange rate for the last day of the workshop: April 3, 2011,

Study Tour for Bar Associations

The Working Group's second general meeting also covered the subject of the Program's legal profession and legal education study tour. The study tour will help Working Group members grasp the systems governing the U.S. legal profession and legal education. The Program decided to arrange one combined study tour for the Working Group at large, combining bar associations and law schools representatives, instead of two separate trips. The purpose is to ensure that these inter-related topics of the legal profession and legal education are explored in a holistic manner, while also maximizing resources, and fostering continued dialogue and deepening ties between Mexican bar associations and law schools. Allowing Working Group members to observe and interact with U.S. institutions involved in the education and regulation of legal practitioners will equip them with a comparative approach to reflect upon Mexican legal education and legal profession reforms. The Program expects the study tour to not only inspire best practices to be implemented by the participants and their institutions, but also bring more knowledge and tools to Working Group members in support of their review of the LPRI, LERI and Reform Guide.

The study tour is scheduled to take place from June 26 to July 2, 2011, in Chicago, Illinois. Chicago was selected for two reasons: first, it is the site of the ABA's headquarters; and secondly, the city is home to important law schools that will bring added value to the tour's legal education component. The tour's draft agenda was presented to Working Group members to ensure it is well aligned with the specific needs and wants of key counterparts. In general terms, the agenda starts with an overview of the legal education and finishes with the legal profession system, so that Working Group members follow the path that is followed by an aspiring lawyer in the U.S. It includes meetings with a law school, the Illinois state bar, and visits to the ABA headquarters and several of its divisions, such as the ABA Center for Professional Responsibility and the ABA Center for Continuing Legal Education. The Program will finalize all technical and administrative details for the study tour next quarter.

Support for Law Schools

Legal Education Reform Index ("LERI")

During this quarter, the Program conducted the interviews that will serve as the empirical basis for ABA ROLI's Mexico LERI. As described in the Program's work plan, this tool utilizes 22 qualitative methodology factors to assess thematic areas such as licensing, accreditation, and evaluation of law schools; curriculum and teaching methodology; student evaluation and awarding of degrees; and institutional capacities.

Mr. Luis Fernando Pérez Hurtado, head of CEEAD, was hired as the LERI assessor and traveled along with resident Program staff to Mexico City, Cuernavaca (Morelos), Oaxaca (Oaxaca) and Chihuahua (Chihuahua), from January 24 to February 11, and from March 10-11, 2011. The sample of interviewees was selected according to the following rationale:

- Mexico City:
 - a) It was chosen for having easy access to both federal and state authorities;
 - b) It hosts nationwide universities, such as the UNAM and the *Iberoamericana*; and
 - c) It represents a reality shared by other large Mexican cities such as Monterrey in Nuevo León and Guadalajara in Jalisco.
- Cuernavaca, Morelos:
 - a) It is a medium-sized city;
 - b) It is a good representative of other cities that act as satellites of larger cities; and
 - c) It has a strong mix of public and private universities, large, medium and small.
- Chihuahua, Chihuahua:
 - a) It is a medium-sized, northern city;
 - b) It serves as a good representation of the reality of law schools outside Mexico City and satellite cities;
 - c) It has fully implemented the accusatorial system and its local law schools have reformed their curricula to meet the required standards to prepare their students for the new system.
- Oaxaca, Oaxaca:
 - a) It has a sizeable indigenous population and high level of poverty, which impact legal education; and
 - b) It represents the reality of the country's southern / southeastern states.

In total, more than 80 people were interviewed. Interviewees were representatives of a broad gamut of public and private universities; large, medium and small (including students, deans, professors and administrative staff; other public institutions (from the executive branch, both federal and state); bar associations; institutions handling law school accreditation; and a diverse array of other organizations involved in legal education.

The information obtained in the interviews will be analyzed and contrasted with the legal framework for legal education in Mexico. The first draft of the LERI will be finalized in Q2 and is expected to be presented before the Working Group in CY 2011 Q3 for the peer review process and to promote members' ownership of the final product. The report generated by the LERI will serve as an initial frame of reference, and generate a dialogue in the Mexican justice sector and civil society on potential legal education reforms. In addition, the LERI in conjunction with the LPRI will be the basis for the creation of the Reform Guide, which is expected to be released in CY 2011 Q4.

Curriculum Development and Training

Curriculum development and training for law schools were implemented in the same fashion as

the bar associations. Given the two audiences were trained together, the topics of curriculum development and training workshops for the law schools were addressed in both the Working Group's second general meeting and in its "expert" meeting on criminal justice reform, which took place on January 26, 2011, at the same time the same topics were addressed for bar associations. For further information, please refer to pages 7-8 of this report.

Study Tour for Law Schools

As mentioned previously, this component will be combined with the Study Tour for Bar Associations. The Program decided to arrange one combined study tour for the Working Group at large, combining bar associations and law schools representatives, rather than organized two separate trips. The purpose is to ensure that these inter-related topics of the legal profession and legal education are explored in a holistic manner, while also maximizing resources, and fostering continued dialogue and deepening ties between Mexican bar associations and law schools.

Judicial Exchanges

Professional Peer Exchanges

During this quarter, the Program coordinated the technical agenda as well as the logistics for the second "Sister Courthouse" exchange described below.

Sister Courthouses

The Program developed a detailed agenda and finalized travel arrangements and administrative paperwork in order to conduct the second "Sister Courthouse" visit. This time, state judges from Chihuahua will travel to El Paso, Texas on April 18-19, 2011. The agenda was prepared in coordination with Hon. Phillip Martinez, U.S. District Court Judge in El Paso, Texas, who has kindly agreed to lead the U.S. delegation and serve as coordinator for this and other visits planned to El Paso in upcoming quarters.

In parallel, the Program has started to coordinate with Hon. M. Margaret McKeown of the Ninth Circuit Court of Appeals and chair of ABA ROLI's Latin America and Caribbean Council in order to arrange the second "Sister Courthouse" visit to San Diego, scheduled for August 11-12, 2011. This exchange will bring together state judges from Baja California and federal and state judges from San Diego, California,

As is the case with all the Program's components, ABA will coordinate with MSI to avoid duplication of resources and efforts and to promote synergy.

Study tour – Judicial Sector

In CY 2011 Q1, the Program continued exploring various options for its judicial study tour, and corresponded with Mexican state judges to continue gauging their interest in participating in such an exchange. Apparently, collective interest is inclined towards visiting countries such as Chile and Colombia, whose adversarial systems are viewed as closer to Mexico's own under the new constitutional reform. As reported in previous quarters, the purpose of such a tour will be to allow participants to gain firsthand, in-person experience of the everyday management of a court operating under the adversarial legal system. In upcoming quarters, the Program will continue laying the groundwork for the tour scheduled for 2012.

Follow-on Subgrant(s)

No activities were conducted this quarter towards the planned sub-grant. Activities with the subgrantee(s) will closely follow progress in the "Sister Courthouse" program and study tour to be implemented in the future, as outlined in the Program's work plan. These will be developed in conjunction with the Working Group and relevant state judiciary councils to promote continuity and sustainability.

Success Stories

As was outlined throughout this report, this quarter witnessed three major accomplishments: (a) the second general Working Group meeting, (b) the launch of its first trial advocacy workshop and (c) the completion of "Phase I" of the Assessment Tools.

The second general meeting marked a significant step in the Working Group's consolidation. Three new members joined its ranks: the *Universidad la Salle* (Mexico City), the *Universidad la Salle* (Pachuca, Hidalgo) and the *Instituto Tecnológico Autónomo de México* (Mexico City). With the inclusion of these institutions, the Working Group continued serving as an open and inclusive forum where frank dialogue and discussion occurs on topics ranging from the nationwide implementation of the accusatorial system to the specific challenges faced by bar associations and law schools throughout Mexico. The meeting took place at the main office of the *Barra Mexicana, Colegio de*

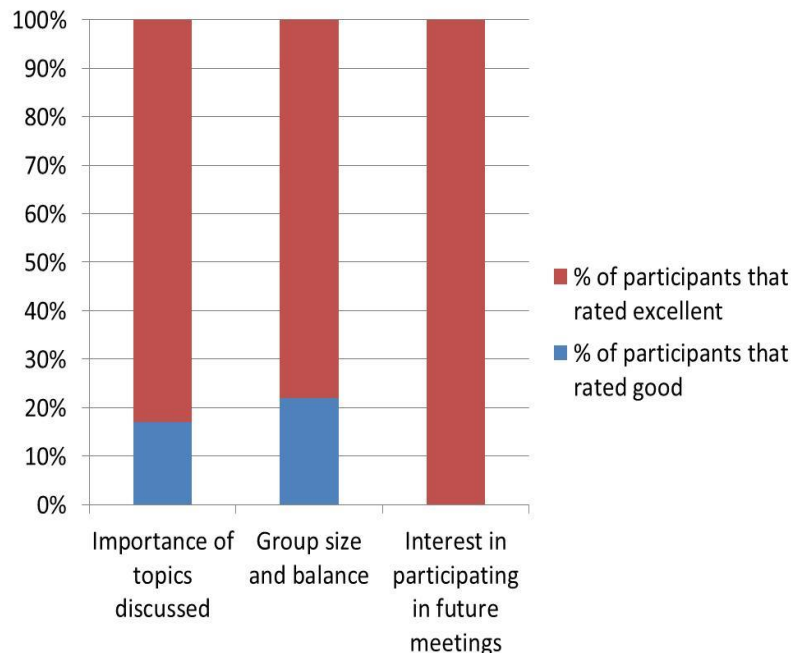


Table 1: The survey results for the second general Working Group meeting, held March 16, 2011. The meeting was attended by 24 participants, representing 22 institutions throughout Mexico.

Abogados (Mexico City) at no cost, demonstrating the strong level of support Working Group members have provided to the Program.

Working Group members' level of openness and engagement has proven to be the most notable success. The survey results from the second general meeting show that 83% of respondents rated the importance of the topics discussed as "excellent," whereas the remaining 17% considered it to be "good." Further, 78% thought that the group size and balance were "excellent," and 22% rated them as "good." Finally, all respondents informed of their firm intention to take part in future meetings, whether in-person or virtual.

The Program was particularly encouraged by the *Asociación Nacional de Abogados de Empresa's* offer to host the next Working Group meeting at no cost. In addition, during this quarter another Working Group member, the Mexico City-based *Instituto de Investigaciones Jurídicas de la UNAM* (perhaps the most respected legal research institution in the country) opened the door to host the rollout event for the LERI, LPRI and Reform Guide in CY 2011 Q4.

The Program is also happy to report the successful launch of its first trial advocacy workshop in Pachuca, Hidalgo on March 30 (which will end on April 3, 2011).⁸ The Program made a fruitful partnership with the *Barra Mexicana, Colegio de Abogados de Hidalgo* (Hidalgo), which in turn was able to get the *Universidad La Salle* (Pachuca) on board to provide the workshop's venue and coffee break at no cost. The Hidalgo bar also offered to provide lodging for the instructors. Among participants, there was clearly a large demand for the training. Within a matter of days, all 56 spots were filled by Hidalgo bar members, solo practitioners and law professors from public and private universities throughout the state.

Lastly, program staff worked tirelessly to complete "Phase I" of the Assessment Tools (LERI and LPRI) implementation. The Program prepared interview schedules, reached out to interviewees, and accompanied assessors to over 160 interviews carried out in seven states over the course of six weeks during the reporting period. Program staffs' collaboration helped maintain the integrity of the data and also helped to contextualize the Mexican situation for assessors and interviewees alike. This information-gathering exercise will prove valuable to the quality of the finished products the program will publish later this year.

Overall, during these formative quarters, the Program witnessed tremendous progress towards its goal of establishing itself in Mexico and becoming fully operational, from an administrative and programmatic perspective. In addition, ABA ROLI has effectively implemented initial program activities as detailed in its work plan, and has done so while maintaining regular communication with the USAID mission, which it will continue to do in the future.

⁸ More detailed outcomes of this training will be provided in the next quarterly report.